

# Worksession

Agenda Item #	10
Meeting Date	January 12, 2004
Prepared By	Alfred D. Lott
Approved By	Richard M. Finn, City Manager

Discussion Item	Leaf Collection 2003
<b>Background</b>	<ol style="list-style-type: none"> <li>1. Leaf Collection during 2003 began on November 3d and formally ended on December 12<sup>th</sup>. However, the City has continued to operate 1 to 2 trucks for a portion of most workdays through the end of December to complete collection. Operationally the leaf collection this year was a success. We attribute this success to planning, preparation, personnel and weather.</li> <li>2. Process: <ol style="list-style-type: none"> <li>a. In the Spring and Summer of 2003 Public Works conducted after actions reviews of the 2002 season and conducted subsequent planning sessions for 2003. These planning sessions were very productive. We included managers, technicians and administration in the discussions. Consequently we developed a Leaf Collection Plan that includes: performance standards, technician training, maintenance management, customer service, communications, contingencies, accountability and tracking.</li> <li>b. As we prepared for the season we trained our technicians, readied our equipment and communicated with the residents. Our technicians received training related to leaf collection and received the leaf collection performance standard in October of 2003. This training involved truck maintenance, leaf machine maintenance and collection technique training.</li> <li>c. During the season Public Works maintained a daily count of leaf box loads per technician and streets that had been collected on that day. Additionally Public Works monitored the program by using (weekly) map color coding to track coverage over each week of the program.</li> <li>d. Because the large dump trucks that the City had purchased last Spring did not arrive until early December 2003, we used two rental trucks in their stead. Additionally, we were short one technician and used a temporary worker to fill in.</li> </ol> </li> <li>3. Lessons Learned: <ol style="list-style-type: none"> <li>a. Given the volume of leaves, the rake out and call in policy, our limited equipment and personnel situation, it is not feasible to circuit the City in less than 10 to 15 working days. During the course of the season this equal two to three full rounds of the City.</li> <li>b. The City has the capability to coordinate its efforts and collect the posted Maryland State Highways with no negative effect on the overall program.</li> <li>c. The four City F350 Trucks performed well during the season with maintaining at least a 90 percent operational rate. The reason for this positive is improved operator training. The leaf vacuums experienced similar success.</li> </ol> </li> </ol>
<b>Policy</b>	The during the season residents in most of the City rake their leaves at will. The City's vehicles collect in three zones. Additionally, residents can call in after raking to request a pick-up. Residents who live along Maryland State Highways receive two posted collections during the season because of the high volume of traffic on their roadways.
<b>Fiscal Impact</b>	
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. Leaf Collection Plan 2003</li> <li>2. Leaf Collection After Action Review 2002</li> </ol>

<b>Recommendation</b>	That the City continue to conduct the leaf collection program using current policy.
<b>Special Consideration</b>	

May 19, 2003

## **MEMORANDUM FOR RECORD**

**SUBJECT:** Leaf Collection--After Action Review

**NARRATIVE:** The Leaf Collection Season in Takoma Park, Maryland was scheduled from November 4 to Dec13, 2002. We planned to conduct the leaf collection without posting the majority of the streets. We only post heavily-traveled roadways such as Philadelphia, Carroll and Piney Branch. We divided the City into three sectors and assigned two crews per sector. Our objective was to produce an overlapping effect. Each crew has two temporary employees assigned and must complete a circuit of their sector during the course of a week. Additionally, residents would have the opportunity to call in and request pickups. This season was affected by the excessive rains, late leaf falling, equipment failures and numerous snow events. Consequently, the season was extended to mid-February 2003.

### **LESSON 1.**

Problem: Temporary employees were untrained and some were not motivated. Additionally some of the temps did not seem to work hard enough or their work was inconsistent.

Corrective Action:

- a. Meet with temp management to broker an agreement that we will get the same employees each day.
- b. Conduct an effective training and orientation session for the temporary employees
- c. Encourage crew chiefs must be responsible for their crews. If someone is not working, out then we must act quickly to replace them.

### **LESSON 2**

Problem: Incentives for Employees. Some technicians harkened back to several years ago when financial incentives and the task system were used to motivate crews.

Corrective Action: We will review this concept. However fiscal constraints are prohibitive and will make such incentives unlikely.

### **LESSON 3**

Problem: Driver/Technician Training. The high incident of equipment failures indicated that some of our technicians were inexperienced and others needed refresher training.

Corrective Actions: Prior to the beginning of the leaf collection season the department will conduct training that addresses the following:

- a. Before operation checks and services for trucks
- b. During operating checks and procedures for trucks
- c. Post operation checks and services for trucks
- c. Before operation checks and services for the leaf machines
- d. During operation checks and services for leaf machines
- e. Post Operation checks and services for leaf machines
- f. Supervising crews and production expectations

### **LESSON 4**

Problem: Equipment availability. During the leaf season the department suffered numerous vehicle and equipment failures. The smaller Ford F350 Flatbeds had numerous clutch and drive shaft failures. The larger dump trucks, which are very old (15 plus years), suffered almost too many mechanical failures to count. We lost many days of productivity waiting on parts. Additionally the leaf machines began to fail with increased regularity because of water and ice weighing down the leaves.

Corrective Action: The following actions should occur before and during the leaf season begins:

- a. Conduct drivers/operators training for trucks and leaf machines before the season begins.
- b. Study the parts usage data from 2002 and determine the appropriate stock level for critical parts and components. Maintain that level throughout the season.
- c. Add two newly purchased large dump trucks to our inventory.
- d. Conduct thorough preventive maintenance checks and services on the leaf machines.

### **LESSON 5**

Problem: Stamina of the Leaf Vacuum. It was a general consensus that the leaf vacuums spent too much time on the nonoperational ready list during the season.

Corrective Actions:

- a. Conduct formal drivers/operators training. (Before the season)

- b. Study the parts usage data for all of the leaf machines from 2002 and determine the appropriate stock level for critical parts and components. Maintain that stock level throughout the season.

#### **LESSON 6.**

Problem: Leaf Boxes are too small. Some managers and technicians felt that the size of our leaf boxes is prohibitive and slowed the collection process.

Corrective Action: No action taken. Increasing the size of our leaf boxes to haul more leaves would add to the load stresses on our trucks. Such an action would increase maintenance problems, especially in the four small flatbeds. Additionally, the only way to increase capacity of the boxes would be to make them taller. Increasing the height of the boxes would have a negative effect on the weight and balance of the load, thereby increasing the potential for 'dynamic rollover.'

#### **LESSON 7.**

Problem: Should we post all streets or keep our present system? Several technicians suggested that we go back to posting every street rather than give the residents the option to rake out at any time during the season. On the other hand, others felt that last season's bad weather problems were an aberration and not likely to recur next season.

Corrective Action: No action taken. We will continue to post the aforementioned streets and allow residents to rake out any time during the season. We must become more efficient with of mission to sweep each section twice during a week.

#### **LESSON 8.**

Problem: Need to standardize techniques and procedures? The crews procedures varied during the leaf season. For example, some crew would ride back to the yard with the driver to dump the leaf box while others would stay and rake. Which procedure is most efficient?

Corrective Action: The supervisor will develop set procedures for the crews. We need to remove the room for deviation that has a negative effect of crew productivity. Arrival time, start time, communications procedures, reporting procedures are just some samples of the details that will be included. Exceptions to the procedures would be approved on a case by case basis by the supervisor.

**LESSON 9**

Problem: How to Measure Crew Production. Management asked the question how do we measure the productivity of each crew?

Corrective Action: This matter will be studied this summer by a team of employees and leaders associated with the program. We expect the solution will address load quantity, turn around time for dumping, and attendance to name few.

Please direct any questions to the undersigned at 301-891-7626.

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